



ADVANCED AIR

ESSENTIAL AIR SERVICE PROPOSAL

DOT-OST-2002-12802

Carlsbad, New Mexico

January 23, 2019



WHO WE ARE

Pilots. Schedulers. Entrepreneurs.

Advanced Air, LLC is an innovative, service-oriented aviation company headquartered in Hawthorne, California, approximately three miles from LAX. In 2005 an Advanced Air partner acquired the Master Lease for the entirety of the aging Hawthorne Airport. After investing a significant amount of time and capital into improvements and development the airport is now the cornerstone of business operations in Los Angeles. In addition to erecting over 200,000 sq. ft. of new hangar space, Advanced Air has grown the aircraft fleet to 22 and employs a team of more than 100, 50 percent of whom are pilots.

President Levi Stockton grew the company's services from superlative aircraft management and on-demand charter, to scheduled FAA Part 135 Commuter operations in 2017 by adherence to the company's core values of: safety, teamwork and reliability.

Maintaining a long term business outlook, Advanced Air takes a disciplined, thoughtful approach to growth opportunities. The executive team is committed to the entrepreneurial spirit and building enduring customer relationships on mutually beneficial outcomes. We are interested in serving Carlsbad, NM to build upon our current infrastructure and to be a transportation partner in support of the significant area growth. Over a decade of commitment, collaboration and capital from a dedicated team of entrepreneurs and professionals who share a passion for aviation has been the foundation of Advanced Air's community-based success.

OUR COMMERCIAL OPERATIONS

Current Scheduled Operations

Advanced Air is currently serving 15 cities with daily operations from Hawthorne, CA. Focused within the Southwestern United States, Advanced Air utilizes both the King Air 350 and Pilatus PC12 aircraft. Advanced Air operates over 90 departures weekly, over 500 hours per month of scheduled service and 300 hours of on-demand charter. The Company's first Essential Air Service (EAS) route began January 6, 2019 servicing Grant County/Silver City, NM.

Current Charter Operations

Advanced Air's commitment to high-level service and customer satisfaction stems from the company's roots in providing exceptional VIP on-demand charter service for global leaders in business, sports, entertainment and culture. In addition to managing Los Angeles' largest turbo prop fleet, Advanced Air operates nationwide with a fleet of Lear Jets and large-cabin intercontinental Challenger Jets.

“Flying over 500 hours per month of scheduled service.”

90

WEEKLY DEPARTURES

22

AIRCRAFT

15

CITIES SERVED

800

FLIGHT HOURS MONTHLY



FLIGHTS



Route Key

- Current Routes
- ★ Proposed Routes



AIRCRAFT AND FLIGHT OPERATIONS

For scheduled service, Advanced Air primarily operates the King Air 350 – a highly efficient twin turboprop. In a recent online survey of local Carlsbad residents conducted by Advanced Air, we found that 95% of respondents preferred a two engine aircraft over a single engine aircraft operation. Advanced Air is proposing the King Air 350 due to its reliability, increased speed, additional cargo space, and efficient nine-passenger configuration. The King Air 350 has the ability to carry a full load of passengers and baggage to Dallas-Fort Worth any time of year, without weight limitations. The unique wing lockers increase external baggage capacity, allowing transport of larger bulky items such as guns, golf clubs, and skis. Advanced Air will guarantee 50 pounds of luggage per passenger and allow the option to carry more on a pre-approval basis.

Aircraft Amenities: 9 passengers, power outlets, enclosed lavatory, complimentary snacks, golf clubs & gun can fly, 50 lbs. of luggage per passenger guaranteed

Safety

Since our founding, we have continually invested in technology and our personnel to create and unwavering culture of safety, service and professionalism. Safety is our highest priority and as such we have built a reputation in the industry backed by the endorsement of multiple third party auditors.

We are ARGUS Platinum Rated, IS-BAO Stage II Certified, and an active participant in the Air Charter Safety Foundation. Advanced Air is one of only 15 companies worldwide to be registered with the Air Charter Safety Foundation.

Additionally, Advanced Air's flight crew training and experience exceed FAA requirements. We operate an active Safety Management System and have built an extensive training program that incorporates scenario-based simulator training at FlightSafety International. All of our King Air 350 Captains maintain an Airline Transport Pilot (ATP) Rating and we operate all flights with two qualified crew members.



Air Charter Safety Foundation Registered

The foundation leads and supports the advancement of the highest safety standards available to allow the business, charter and fractional ownership industry to offer the safest air transportation products in the world and to provide objective information about these standards and services to the public.



ARGUS Platinum Rating

The world's most prestigious third-party vetting system for charter operations. This Platinum rating is granted only to operators who, after completing a rigorous operations, maintenance, and safety audit by industry experts, demonstrate that their procedures meet what is considered to be the "best practices."



IS-BAO Stage II Certified

IS-BAO Stage II Certified: A code deemed by the International Business Aviation Council to be the best practices designed for achieving high levels of safety and professionalism for business aircraft operations.



OUR REPUTATION WITH CUSTOMERS

Advanced Air prides itself in providing excellent, reliable service and our customers agree:

“I have found Advanced Air to be professional and reliable in the short time they have been our commercial carrier. Their staff is well-trained and very accessible. They are very focused on providing their customers an excellent travel experience.”

Rebekah Wenger, C.M. Grant County Airport Manager

“Advanced Air began service in Grant County on January 6th of this year and they have not disappointed. The transition went off without a hitch and service has been phenomenal. . . Delays and Cancellations have been significantly reduced. It’s good to have dependable service again.”

Gerald W. Billings Jr. Grant County Commission Chair

Distribution Channels

Advanced Air has all of the infrastructure required to sell tickets via the Global Distribution System (GDS), its own website and the Online Travel Agencies (OTAs), including Expedia, Travelocity and Orbitz. In addition, Advanced Air maintains access to several app-based booking systems which offer a highly efficient marketing channel direct to a curated group of business and leisure travelers across California and the Southwestern U.S.

EAS Contracts

While this package represents what would be our second EAS route, our deep commitment to operational excellence and our focus on metered, sustainable growth make us an ideal candidate for long term partnership. We are not interested in spreading operations across the United States at the expense of our community relationships and our focus on service reliability. Our goal is to form a focused partnership with a select few communities and work diligently to provide a great product to local residents for the long term.



ADVANCED AIR ONLINE SURVEY OVERVIEW

Methodology

Advanced Air assembled a ten-question survey to determine the needs and priorities of the community for local air travel service. The survey design was an online Survey Monkey link promoted to the target population of Facebook users aged 18+ who live within 50 miles of the Carlsbad Airport. The one-time survey ran from Dec. 22, 2018 – Jan. 2, 2019 and had 420 respondents.

Executive Summary

1. It is clear there is a desire in the Carlsbad region for twin engine aircraft. 95.65% of survey respondents said they would prefer a twin-engine aircraft over a single engine plane (4.35%). In an open-ended question, several of the respondents indicated some area corporate entities have policies that require twin-engine aircraft for corporate travel for safety and other reasons.
2. Carlsbad-area residents often choose to fly from Hobbs or Roswell rather than Carlsbad. Nearly half of the survey respondents, 45.63%, said they had flown from Hobbs or Roswell in the past six months. In an open-ended follow-up question, many respondents indicated the Carlsbad flight schedule made it difficult to connect to other cities. Other reasons given for not flying from Carlsbad were the current luggage restriction, reliability concerns, lack of awareness of the local air service and cost.
3. Reliability, cost, customer service, flexibility and on-time record, respectively, are the most important service attributes for an airline to Carlsbad-area residents. When asked to score each attribute from 1-5 in importance, survey respondents scored “reliability” at 4.48, “cost” at 4.42, “customer service” at 4.34, “schedule flexibility” at 4.14, and “on-time record” at 4.12.
4. Other concerns about the current air service were identified in an open-ended question. These include adding additional destinations, better customer service (such as a local phone number), and transportation options (shuttle, rental cars)

Conclusion

Our key findings include 1) A twin engine plane is the most desired option of respondents, 2) A significant number of people are choosing Hobbs or Roswell over Carlsbad for their air service needs, and 3) Reliability, cost, flexibility and customer service is important to respondents.

We have tailored the Advanced Air bid to address several of the key concerns identified in this survey.

Data

See attached Survey Monkey PDF file with the survey’s supporting data. (*Exhibit D*)



PROPOSAL FOR SERVICE TO CARLSBAD, NM

Overview

Our flights would be operated utilizing a nine seat King Air 350 aircraft for a two- or four-year term. In order to improve community awareness of our service we will invest \$50,000 annually in various forms of marketing to increase customer departures out of Carlsbad and dissuade residence from traveling to Roswell or Hobbs. Our community survey of over 400 residents indicated 77% are aware of air service at Carlsbad airport but less than 23% have used the service in the past 6 months. We want to change that and we believe community outreach supported by a better schedule, trusted reliability, additional cargo space, and the faster, more comfortable twin engine aircraft will allow for more travelers using KCNM as their airport of choice. Many large corporations require twin engine aircraft for employee and executive business travel and putting the King Air 350 on this route will now allow them to utilize this service.

Community Input

Our team has already spent significant time in Carlsbad, listening to community members' feedback about the existing air service and what they want to see in the future. Additionally, we have conducted several survey exercises within the community for use in informing our proposed schedule offerings. After listening, we discovered many residents would prefer departure times that can accommodate day trips and continuing flight connections. Also, the little things matter: a local phone number to connect with the staff on the ground in Carlsbad, rental cars at the airport, and increased cargo capacity. If we are selected as the operator for this service, we will continue to engage with the community on an ongoing business to maximize our service offering within the bounds of our contract with the DOT. After the bids are submitted, Advanced Air will continue to work with Carlsbad to schedule meet and greet times where residents can ask questions, provide feedback, see our aircraft and get to know our leadership team.

Marketing

Advanced Air will commit \$50,000 to marketing and public outreach using traditional media and outlets such as, but not limited to online advertising including social media, Global Distribution System (GDS) ads on Expedia and Kayak properties, print advertising and local event sponsorships. We are currently in the discovery and negotiation phase to acquire marketing arrangements and interline agreements with several carriers at larger hubs.

**PROPOSAL FINANCIAL DETAIL****OPTION 1:** *12 Weekly Roundtrips to Albuquerque and 7 Weekly Round Trips to Dallas***Operations*

Scheduled Flights	1976
Completed Flights	1936
Scheduled Block Hours	2632
Scheduled Seats	17784

Revenue

Passengers	12,000
Average Net Fare	\$ 117
Implied Seat Factor	67%
Passenger Revenue	\$ 1,404,000
Total Revenue	\$ 1,404,000

Expenses

Fuel	\$ 1,151,150
Ownership	\$ 999,856
Maintenance and Reserves	\$ 1,118,260
Crew	\$ 593,336
Airport Rent & Operations	\$ 222,350
Landing Fees	\$ 103,969
Staff	\$ 320,694
Insurance	\$ 39,456
Marketing & Distribution	\$ 50,000
Other Indirect Costs	\$ 97,450
Total Costs	\$ 4,696,521

Profit Element

Margin	\$ 234,826
	5%

Total Subsidy

Year 1	\$ 3,527,347
Year 2	\$ 3,615,531
Year 3	\$ 3,705,919
Year 4	\$ 3,798,567

NOTES:

Approximately \$100 to Albuquerque

Approximately \$145 to Dallas

Dallas destination options can be Dallas Fort Worth or Dallas Love Airport, depending on community choice.

*Proposed Schedule**

ROUTE	DEPART	ARRIVE	NOTES
CNM - ABQ	6:30 AM	7:30 AM	MONDAY - FRIDAY
ABQ - CNM	8:00 AM	9:00 AM	MONDAY - FRIDAY
CNM - DFW	10:00 AM	1:00 PM	MONDAY - FRIDAY
DFW - CNM	1:30 PM	2:30 PM	MONDAY - FRIDAY
CNM - ABQ	4:00 PM	5:00 PM	MONDAY - FRIDAY
ABQ - CNM	5:30 PM	6:30 PM	MONDAY - FRIDAY
CNM - DFW	8:00 AM	11:00 AM	SATURDAY
DFW - CNM	11:30 AM	12:30 PM	SATURDAY
CNM - ABQ	1:00 PM	2:00 PM	SATURDAY
ABQ - CNM	5:30 PM	6:30 PM	SATURDAY
CNM - ABQ	8:00 AM	9:00 AM	SUNDAY
ABQ - CNM	1:00 PM	2:00 PM	SUNDAY
CNM - DFW	3:00 PM	6:00 PM	SUNDAY
DFW - CNM	6:30 PM	7:30 PM	SUNDAY

* Schedules represent initial Advanced Air Proposals and will be finalized with community input before first flight

**PROPOSAL FINANCIAL DETAIL****OPTION 2:** 12 Weekly Roundtrips to Albuquerque and 6 Weekly Round Trips to Dallas**Operations*

Scheduled Flights	1872
Completed Flights	1834
Scheduled Block Hours	2434
Scheduled Seats	16848

Revenue

Passengers	11,500
Average Net Fare	\$ 115
Implied Seat Factor	68%
Passenger Revenue	\$ 1,322,500
Total Revenue	\$ 1,322,500

Expenses

Fuel	\$ 1,064,700
Ownership	\$ 924,768
Maintenance and Reserves	\$ 1,034,280
Crew	\$ 548,777
Airport Rent & Operations	\$ 222,350
Landing Fees	\$ 103,969
Staff	\$ 320,694
Insurance	\$ 36,504
Marketing & Distribution	\$ 50,000
Other Indirect Costs	\$ 97,450
Total Costs	\$ 4,403,492

Profit Element

Margin	\$ 220,175 5%
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Total Subsidy

Year 1	\$ 3,301,167
Year 2	\$ 3,383,696
Year 3	\$ 3,468,288
Year 4	\$ 3,554,996

NOTES:

Approximately \$100 to Albuquerque

Approximately \$145 to Dallas

Dallas destination options can be Dallas Fort Worth or Dallas Love Airport, depending on community choice.

*Proposed Schedule**

ROUTE	DEPART	ARRIVE	NOTES
CNM - ABQ	6:30 AM	7:30 AM	MONDAY - FRIDAY
ABQ - CNM	8:00 AM	9:00 AM	MONDAY - FRIDAY
CNM - DFW	10:00 AM	1:00 PM	MONDAY - FRIDAY
DFW - CNM	1:30 PM	2:30 PM	MONDAY - FRIDAY
CNM - ABQ	4:00 PM	5:00 PM	MONDAY - FRIDAY
ABQ - CNM	5:30 PM	6:30 PM	MONDAY - FRIDAY
CNM - ABQ	8:00 AM	9:00 AM	SATURDAY
ABQ - CNM	5:30 PM	6:30 PM	SATURDAY
CNM - ABQ	8:00 AM	9:00 AM	SUNDAY
ABQ - CNM	1:00 PM	2:00 PM	SUNDAY
CNM - DFW	3:00 PM	6:00 PM	SUNDAY
DFW - CNM	6:30 PM	7:30 PM	SUNDAY

**PROPOSAL FINANCIAL DETAIL****OPTION 3:** *12 Weekly Roundtrips to Albuquerque and 7 Weekly Round Trips to El Paso**Operations*

Scheduled Flights	1976
Completed Flights	1936
Scheduled Block Hours	1976
Scheduled Seats	17784

NOTES:

Approximately \$100 to Albuquerque

Approximately \$100 to El Paso

Revenue

Passengers	10,000
Average Net Fare	\$ 90
Implied Seat Factor	56%
Passenger Revenue	\$ 900,000
Total Revenue	\$ 900,000

Expenses

Fuel	\$ 864,500
Ownership	\$ 750,880
Maintenance and Reserves	\$ 839,800
Crew	\$ 445,588
Airport Rent & Operations	\$ 222,350
Landing Fees	\$ 103,969
Staff	\$ 420,694
Insurance	\$ 36,504
Marketing & Distribution	\$ 50,000
Other Indirect Costs	\$ 97,450
Total Costs	\$ 3,831,735

Profit Element

Margin	\$ 191,587
	5%

Total Subsidy

Year 1	\$ 3,123,322
Year 2	\$ 3,201,405
Year 3	\$ 3,281,440
Year 4	\$ 3,363,476

*Proposed Schedule**

ROUTE	DEPART	ARRIVE	NOTES
CNM - ABQ	6:30 AM	7:30 AM	MONDAY - FRIDAY
ABQ - CNM	8:00 AM	9:00 AM	MONDAY - FRIDAY
CNM - ELP	9:30 AM	10:30 AM	MONDAY - FRIDAY
ELP - CNM	11:00 AM	12:00 PM	MONDAY - FRIDAY
CNM - ABQ	4:00 PM	5:00 PM	MONDAY - FRIDAY
ABQ - CNM	5:30 PM	6:30 PM	MONDAY - FRIDAY
CNM - ELP	8:00 AM	9:00 AM	SATURDAY
ELP - CNM	9:30 AM	10:30 AM	SATURDAY
CNM - ABQ	1100 PM	12:00 PM	SATURDAY
ABQ - CNM	5:30 PM	6:30 PM	SATURDAY
CNM - ABQ	8:00 AM	9:00 AM	SUNDAY
ABQ - CNM	1:00 PM	2:00 PM	SUNDAY
CNM - ELP	3:00 PM	4:00 PM	SUNDAY
ELP - CNM	4:30 PM	5:30 PM	SUNDAY

* Schedules represent initial Advanced Air Proposals and will be finalized with community input before first flight

**PROPOSAL FINANCIAL DETAIL****OPTION 4:** *12 Weekly Roundtrips to Albuquerque and 7 Weekly Round Trips to Phoenix**Operations*

Scheduled Flights	1976
Completed Flights	1936
Scheduled Block Hours	2632
Scheduled Seats	17784

NOTES:

Approximately \$100 to Albuquerque

Approximately \$145 to Phoenix

Revenue

Passengers	12,000
Average Net Fare	\$ 117
Implied Seat Factor	67%
Passenger Revenue	\$ 1,404,000
Total Revenue	\$ 1,404,000

Expenses

Fuel	\$ 1,151,150
Ownership	\$ 999,856
Maintenance and Reserves	\$ 1,118,260
Crew	\$ 593,336
Airport Rent & Operations	\$ 222,350
Landing Fees	\$ 103,969
Staff	\$ 320,694
Insurance	\$ 36,504
Marketing & Distribution	\$ 50,000
Other Indirect Costs	\$ 97,450
Total Costs	\$ 4,693,569

Profit Element

Margin	\$ 234,678
	5%

Total Subsidy

Year 1	\$ 3,524,248
Year 2	\$ 3,612,354
Year 3	\$ 3,702,663
Year 4	\$ 3,795,229

*Proposed Schedule**

ROUTE	DEPART	ARRIVE	NOTES
CNM - ABQ	6:30 AM	7:30 AM	
ABQ - CNM	8:00 AM	9:00 AM	
CNM - PHX	10:00 AM	12:00 PM	
PHX - CNM	12:45 PM	2:45 PM	
CNM - ABQ	4:00 PM	5:00 PM	
ABQ - CNM	5:30 PM	6:30 PM	
CNM - PHX	8:00 AM	10:00 AM	
PHX - CNM	10:45 AM	12:45 PM	
CNM - ABQ	1:00 PM	2:00 PM	
ABQ - CNM	5:30 PM	6:30 PM	
CNM - ABQ	8:00 AM	9:00 AM	
ABQ - CNM	1:00 PM	2:00 PM	
CNM - PHX	3:00 PM	5:00 PM	
PHX - CNM	5:45 PM	7:45 PM	

* Schedules represent initial Advanced Air Proposals and will be finalized with community input before first flight



ADVANCED AIR

EXHIBIT A: KING AIR 350 TECHNICAL SPECIFICATIONS

Adventure & Comfort:

The most comfortable solution for short-haul flights, the King Air 350 is the latest version of one of the most reliable airplanes ever built. We operate seven King Air 350s all with seating in a double-club configuration. Each aircraft is equipped with the advanced Garmin G1000 flight deck featuring “synthetic vision” and XM weather, providing the crew with optimum position awareness. In addition the aircraft features Raisbeck wing lockers, which increase the total cargo space to 71 cu. ft. The performance of the King Air 350 allows for year round operations out of all airports in this bid with maximum passenger loads and luggage.

Special Features: 9 passengers, power outlets, enclosed lavatory, complimentary snacks, golf clubs & gun can fly, 50 lbs. of luggage per passenger guaranteed

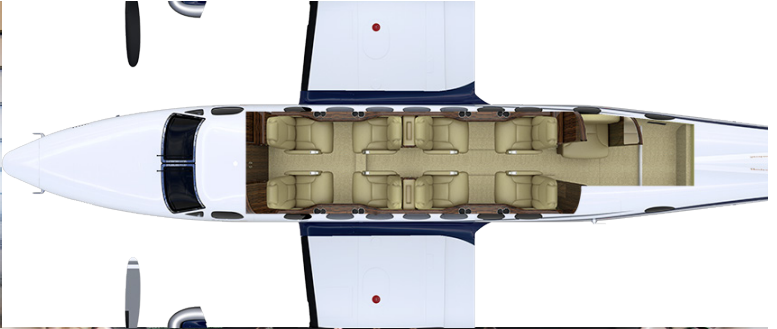




EXHIBIT B: LEADERSHIP TEAM



Levi Stockton

Levi Stockton is the President and Founder of Advanced Air, LLC and Jet Center Los Angeles. Under Levi's leadership Advanced Air, LLC and Jet Center Los Angeles have grown to 100 employees, 200,000 square feet of Hangar Space, 22 aircraft and 10 diversified arms of revenue, including Advanced Airlines scheduled service. Levi is a current ATP-Rated company Line Captain and uses his knowledge of the aviation industry to set and implement the company's overall strategy, vision and direction. In addition, Levi has modeled a company culture based on safety, family values and service that make Advanced Air and Jet Center Los Angeles a great place to work and do business. Levi is on the board of the Air Charter Safety Foundation and active in the Los Angeles Young Presidents' Organization.



Donny Sandusky

As the Executive Vice President Donny Sandusky is directly responsible for maximizing the performance of both Advanced Air, LLC and Jet Center Los Angeles. As a current company line Captain and ATP-Rated pilot, Donny has successfully overseen company growth from 20 to 100 employees, doubled the hangar space at Hawthorne Airport to 200,000 square feet, increased fuel sales to over 1M gallons per year and expansion of the Advanced Air fleet to 22 aircraft. As a key member of the executive team Donny is integral to designing and implementing company business operations and establishing procedures that promote our company culture and overall vision. Donny holds a Bachelor's of Science Degree in Professional Aeronautics from Embry-Riddle Aeronautical University.



Barbara Hunt

Barbara Hunt joined the team in early 2017 as Vice President of Business Operations for Advanced Air, LLC. Growing up in Denver, Colorado and mentored by a father in the Airline industry, she cultivated a love for airports and aviation at a young age. Barbara holds a Bachelor of Science in Business Administration from the University of Colorado in Boulder. After an early career transition from hotel management to aviation management, she was part of an executive team who helped build a small local aircraft charter business into a nationally-recognized, full-service aviation company. Her extensive career in Aviation has included roles in Flight Operations, Charter Management, Human Resources, Sales & Marketing, Customer Service, Client Relations, Accounting and Finance.



Aaron Krieger

Aaron brings significant expertise as a Business Aviation Consultant. He started his career at Galvin Flying Services in Seattle and utilizes his deep understanding of the industry and market to generate opportunities for airline passengers, managed aircraft owners, and charter customers. After flight instructing, Aaron worked as a First Officer for Mesa Air-line Group in Phoenix, Arizona. He is the go-to source at Advanced Air for Aircraft Management, Jet Charter Flights, and Aircraft Sales. As the Director of Sales & Marketing, Aaron is responsible for the company sales and marketing strategy with key oversight in the overall customer experience. He is directly responsible for implementation of strategic goals and alignment with overall company mission. Aaron is still a current flight instructor and aviation enthusiast.



LEADERSHIP TEAM



Michael Wootton

Michael Wootton is the Vice President of Flight Operations for Advanced Air, LLC. He joined Advanced Air, LLC in 2016 bringing a broad base of experience from different sectors of the Charter and Fractional world. Michael studied Criminology at the University of Texas of the Permian Basin before beginning flight training at Sierra Academy of Aeronautics, where he met Levi Stockton on his first day of training. Upon completion of his training Michael continued his tenure at Sierra Academy as a flight instructor and later joined Levi flying cargo, before transitioning to the charter and fractional aircraft business. He holds an Airline Transport Pilot Certificate with type ratings in the SA227, Hawker 800, Falcon 20, LR Jet series aircraft and Lear 45. Michael has served as a line Captain and Flight Instructor for most of these aircraft for which he holds type ratings and additionally has served as a Check Airman on the Lear 45.



Tony Pint

Tony Pint is the Director of Maintenance for Advanced Air, LLC. With a passion for aviation, he started his career as a UH60 Blackhawk mechanic while serving in the US Army. After leaving active duty, he continued on for several years in the California National Guard. Tony received his FAA Airframe and Power Plant Certificate after graduating from Northrop-Rice University of Aeronautics in 1996. His first Civilian aviation job was at Garrett Aviation LAX where he started in the engine shop building Honeywell TFE-731 and CFE-738 engines and ultimately became an Inspector. After seven years at Garrett, Tony joined a large, Southern California Charter operator where he again excelled becoming the Chief inspector for their FAR Part 145 repair station. At the same company, Tony became the Director of Maintenance where he was responsible for over 30 different business aircraft. In August of 2017, Tony joined Advanced Air, LLC as the new Director of Maintenance. Tony's aviation passion goes beyond maintenance. As a rated Private Pilot he is currently working on his IFR, Multi-Engine, and Commercial ratings.



Jay Thakor

Jay is an experienced Safety Professional with a demonstrated history in process creation, implementation and auditing. Skilled in customer service and strategic planning Jay plays a direct role creating the safety focused culture Advanced Air is known for. As the Director of Safety & Security, Jay is directly responsible for creating and enacting on the company's overall safety goals. Jay has a Master of Science Degree from Embry-Riddle Aeronautical University.



ADVANCED AIR

CITY OF HAWTHORNE



4455 West 126th Street • Hawthorne, California 90250-4482

Department of Public Works, Engineering Division

Office: (310) 349-2980 / Fax: (310) 978-9862

May 29th, 2018

To whom it may concern,

I am pleased to recommend Advanced Air for air service in your local airport. This recommendation is based on how I have seen the company perform at the Hawthorne Airport under the contract with the City of Hawthorne that has been in place since 2005.

In 2005, the City of Hawthorne entered into a long-term partnership with the partners of Advanced Air, LLC / Jet Center Los Angeles. Since that time, they have continued to grow the operations at the Hawthorne Airport in a safe and professional manner, and added value to the airport by developing over 175,000 SF of new hangar and office space and further improving over 60,000 SF of existing hangar and office space. In addition, they have taken the laboring oar to procure and install a solar project that produces power for most of the airport's terminal building. In 2017 they started the final development phase of the airport property and are in the final stages of completing that construction project, this includes a new hangar for the City of Hawthorne's Police Helicopter.

Advanced Air, LLC / Jet Center Los Angeles has demonstrated an impressive dedication to the improvement of all Hawthorne Airport facilities. This dedication is apparent in each endeavor and employee I have come in contact with over the past 12 years. For example, in May of 2013, they sought to improve the quality experience at Hawthorne Airport and the surrounding community by bringing in the Eureka! Restaurant Group to offer a much-needed full service restaurant to the area. This restaurant is constantly filled with not only airport customers and tenants but employees of surrounding businesses and local residents.

Advanced Air also has a great record for providing reliability and outstanding customer service this was recognized in 2017 by FltPlan.com's Pilot Choice Award, they ranked as the number 4 FBO in the country and Number One in the Southwestern region. This has been critical for the diverse clientele at the Hawthorne Airport.

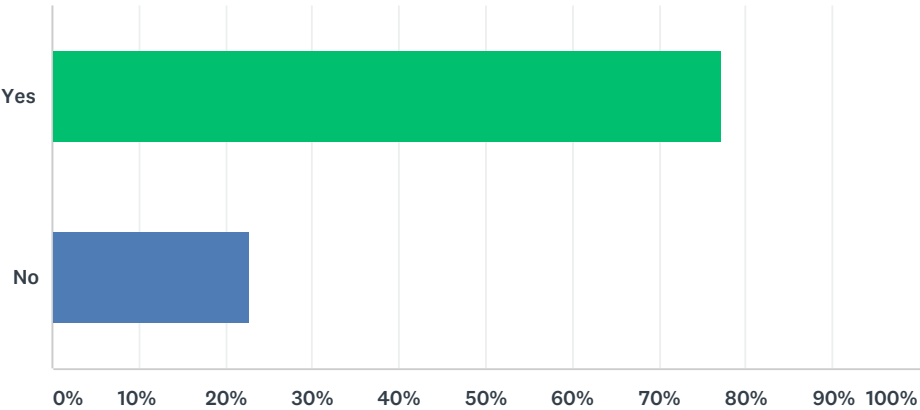
Feel free to contact me if you have any questions or concerns.

Arnold (Arnie) Shadbehr, P.E.
City Manager/P.W. Director

EXHIBIT D: ONLINE SURVEY

Q1 Did you know there is existing airline service in Carlsbad?

Answered: 420 Skipped: 2

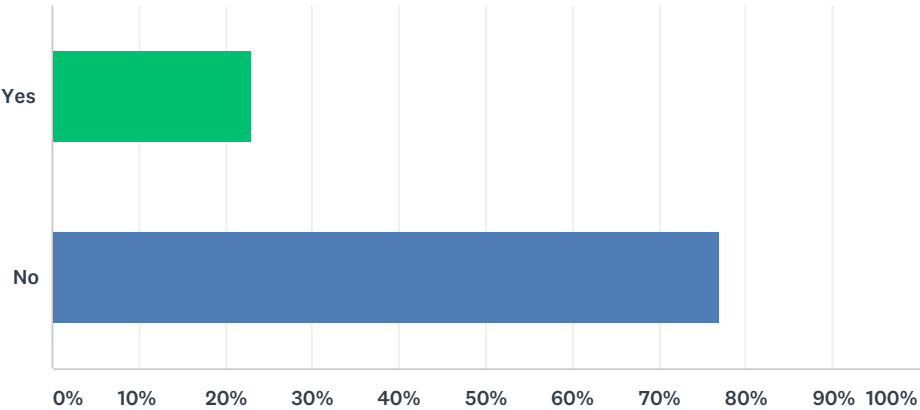


ANSWER CHOICES	RESPONSES	
Yes	77.14%	324
No	22.86%	96
TOTAL		420

EXHIBIT D: ONLINE SURVEY

Q2 Have you flown to or from Carlsbad in the past six months?

Answered: 419 Skipped: 3



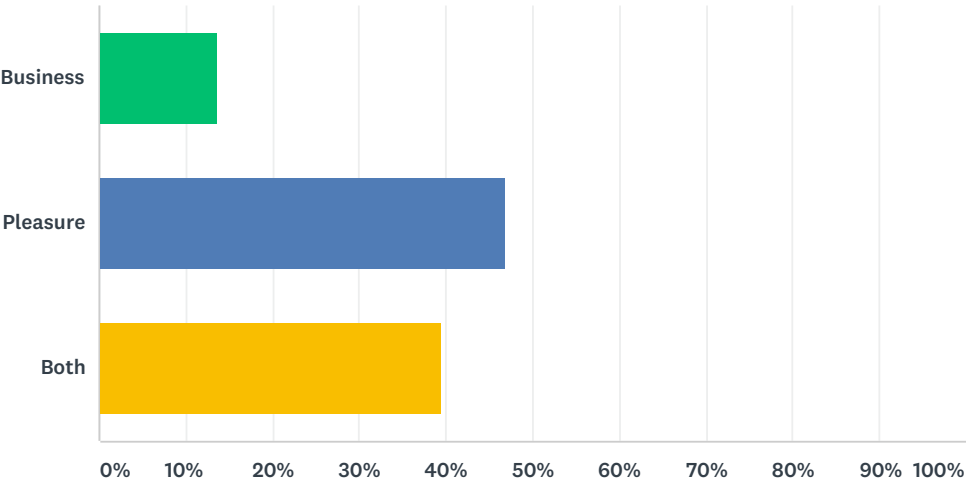
ANSWER CHOICES	RESPONSES	
Yes	22.91%	96
No	77.09%	323
TOTAL		419



EXHIBIT D: ONLINE SURVEY

Q3 For business,pleasure or both?

Answered: 96 Skipped: 326

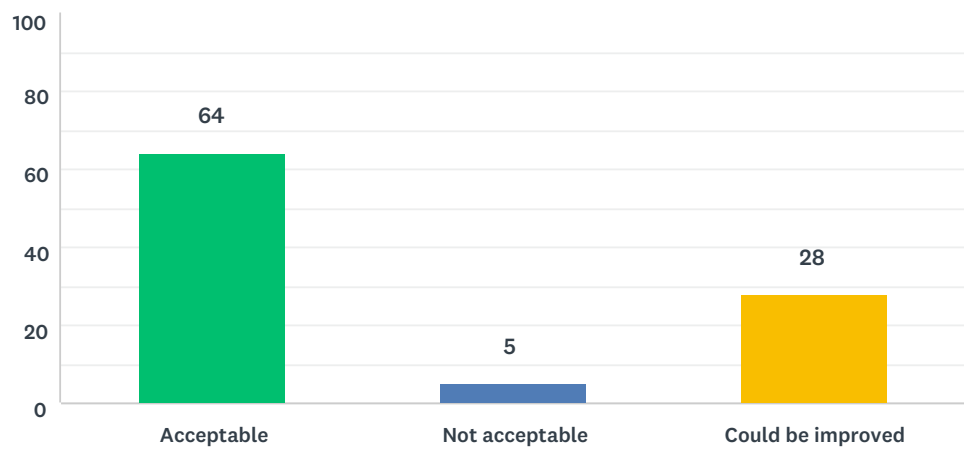


ANSWER CHOICES		RESPONSES	
Business		13.54%	13
Pleasure		46.88%	45
Both		39.58%	38
TOTAL			96

EXHIBIT D: ONLINE SURVEY

Q4 How would you rate your air service?

Answered: 97 Skipped: 327

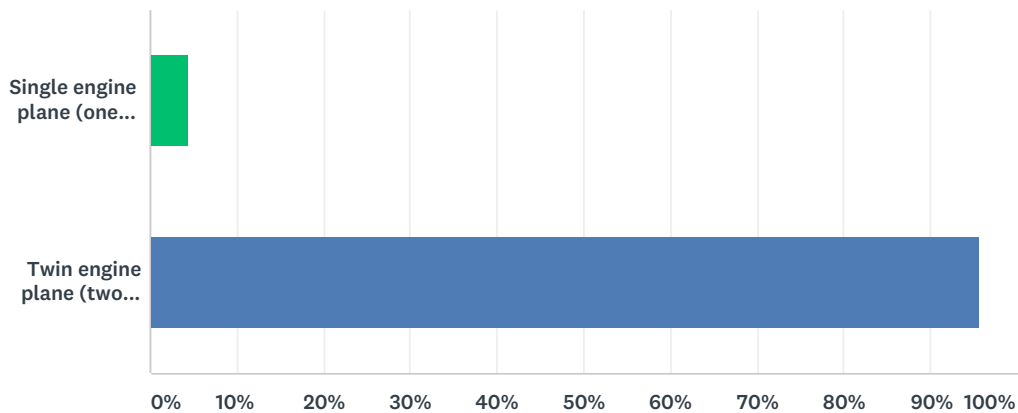


ANSWER CHOICES	RESPONSES	
Acceptable	65.98%	64
Not acceptable	5.15%	5
Could be improved	28.87%	28
TOTAL		97

EXHIBIT D: ONLINE SURVEY

Q5 If you were to fly in the future, which of the following choices do you prefer?

Answered: 368 Skipped: 54



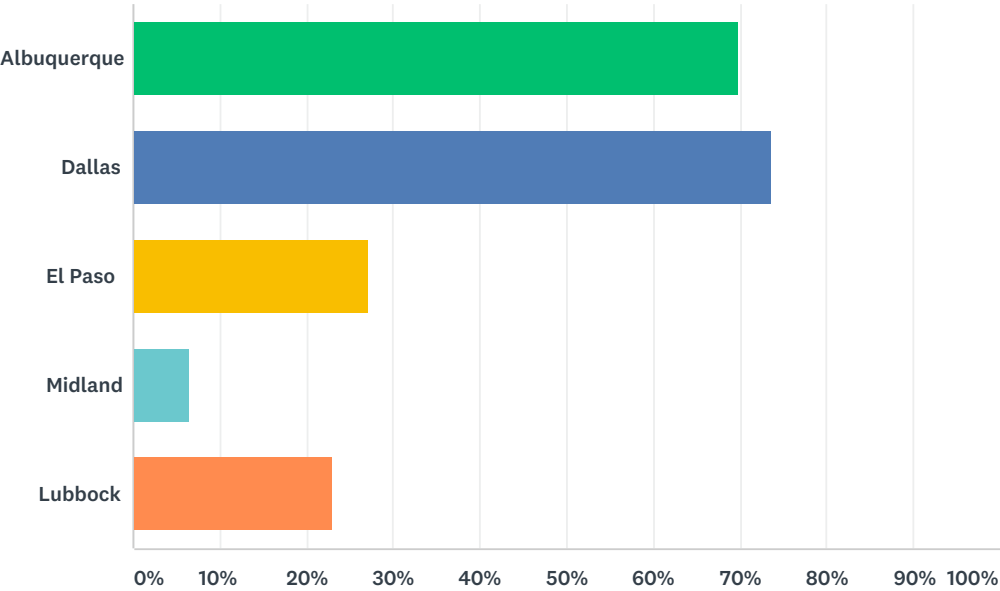
ANSWER CHOICES	RESPONSES	
Single engine plane (one engine)	4.35%	16
Twin engine plane (two engines)	95.65%	352
TOTAL		368



EXHIBIT D: ONLINE SURVEY

Q6 If you were to fly in the future, which of the following destinations do you prefer? (Pick 2)

Answered: 386 Skipped: 36



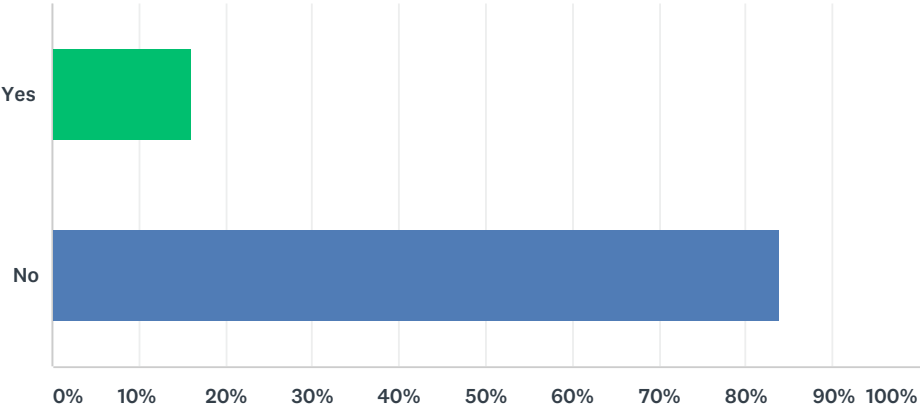
ANSWER CHOICES	RESPONSES	
Albuquerque	69.95%	270
Dallas	73.58%	284
El Paso	27.20%	105
Midland	6.48%	25
Lubbock	23.06%	89
Total Respondents: 386		



EXHIBIT D: ONLINE SURVEY

Q7 Are you familiar with Essential Air Service?

Answered: 387 Skipped: 35



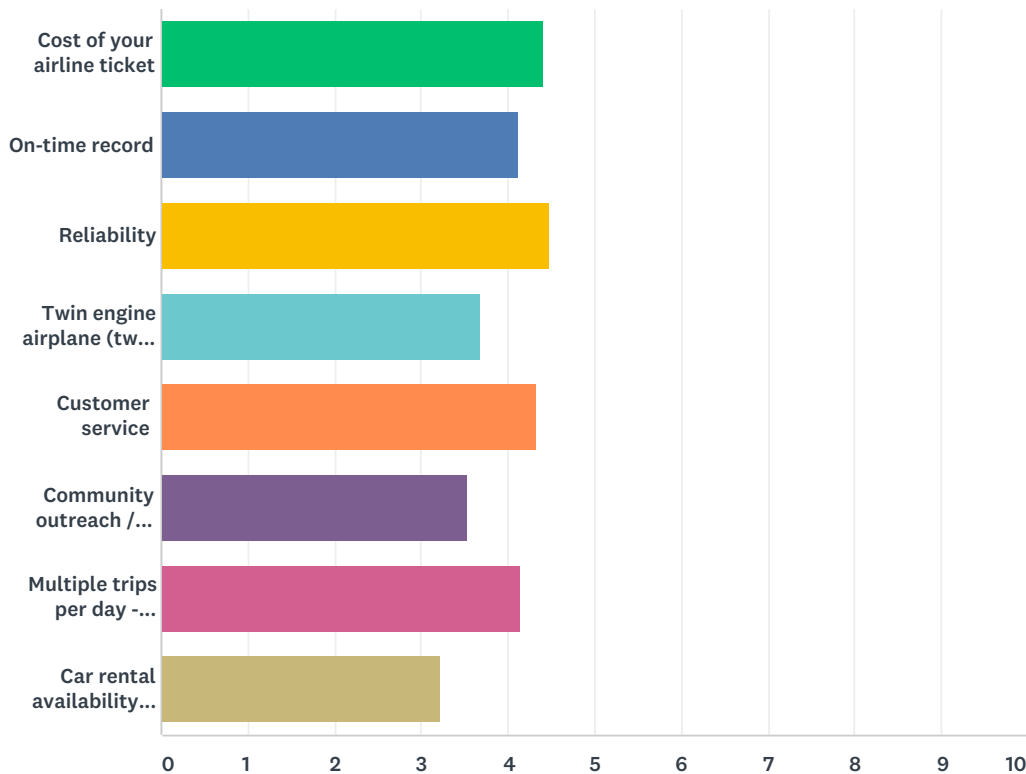
ANSWER CHOICES	RESPONSES	
Yes	16.02%	62
No	83.98%	325
TOTAL		387



EXHIBIT D: ONLINE SURVEY

Q8 On a scale of 1-5 with 1 being not important at all, and 5 being very important, please rate the following qualities in your preferred airline

Answered: 367 Skipped: 55

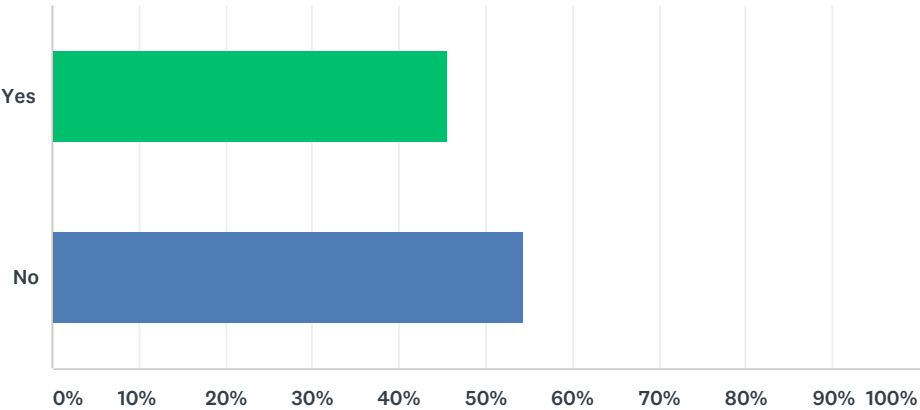


	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
Cost of your airline ticket	4.09% 15	2.72% 10	8.72% 32	16.35% 60	68.12% 250	367	4.42
On-time record	5.23% 19	2.48% 9	15.43% 56	28.93% 105	47.93% 174	363	4.12
Reliability	5.85% 21	0.84% 3	4.74% 17	16.71% 60	71.87% 258	359	4.48
Twin engine airplane (two engines)	10.19% 37	8.54% 31	23.97% 87	16.25% 59	41.05% 149	363	3.69
Customer service	5.23% 19	1.10% 4	8.82% 32	23.97% 87	60.88% 221	363	4.34
Community outreach / involvement	8.94% 32	7.82% 28	32.40% 116	21.51% 77	29.33% 105	358	3.54
Multiple trips per day - flexibility in scheduling	6.35% 23	3.31% 12	14.09% 51	22.93% 83	53.31% 193	362	4.14
Car rental availability at the airport	21.73% 78	10.31% 37	21.17% 76	16.43% 59	30.36% 109	359	3.23

EXHIBIT D: ONLINE SURVEY

Q9 Have you flown to or from Hobbs or Roswell in the past six months?

Answered: 366 Skipped: 56



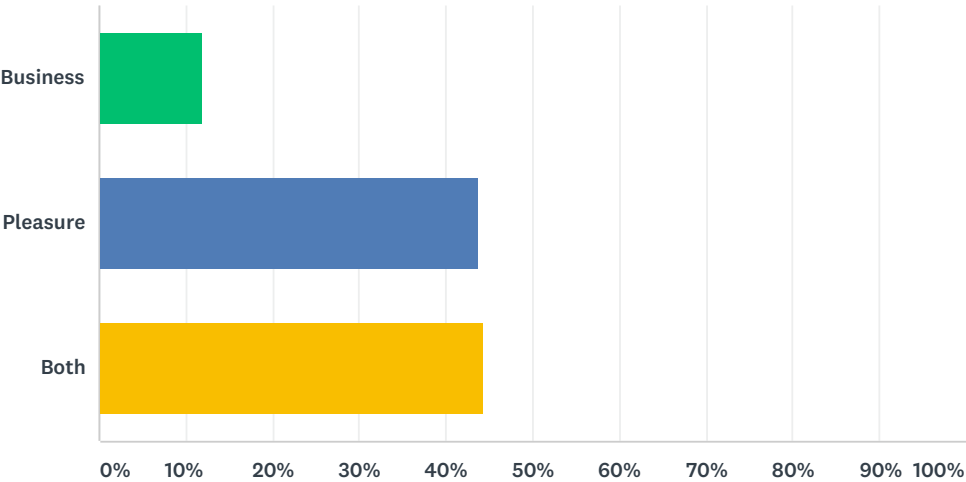
ANSWER CHOICES	RESPONSES	
Yes	45.63%	167
No	54.37%	199
TOTAL		366



EXHIBIT D: ONLINE SURVEY

Q10 Did you fly for business, pleasure or both?

Answered: 167 Skipped: 255



ANSWER CHOICES		RESPONSES	
Business		11.98%	20
Pleasure		43.71%	73
Both		44.31%	74
TOTAL			167



EXHIBIT D: ONLINE SURVEY

Q11 Why did you use air service from Hobbs or Roswell instead of Carlsbad?

Answered: 152 Skipped: 270

#	RESPONSES	DATE
1	It was booked for me. But it was the cheapest and connected me to a major airport	1/2/2019 2:58 PM
2	No flights	1/2/2019 10:19 AM
3	Flew in family and friends to visit	1/2/2019 8:56 AM
4	I cannot conveniently make the needed connection to destination cities from Carlsbad (Phoenix, Dallas), so I drive to Roswell or El Paso instead	1/2/2019 7:12 AM
5	It was closer and connected me to a flight to get to houston	1/2/2019 6:32 AM
6	Destination options and seat availability	1/2/2019 4:37 AM
7	Roswell direct to PHX	1/2/2019 3:51 AM
8	Goes where I needed to be or connections	1/1/2019 11:12 PM
9	Not aware that it was still in service	1/1/2019 10:30 PM
10	Cost	1/1/2019 9:48 PM
11	Only one connection, easy to book AA on line, the price is right.	1/1/2019 8:44 PM
12	Schedule	1/1/2019 8:32 PM
13	They take me to bigger destination locations.	1/1/2019 8:22 PM
14	Going to east cost. Better connections	1/1/2019 8:06 PM
15	No flights out of Carlsbad	1/1/2019 7:52 PM
16	Hobbs flies to Houston and I have a frequent flyer account with United	1/1/2019 7:43 PM
17	Reliable and better destinations	1/1/2019 6:31 PM
18	Being able to fly to Phoenix or Houston is crucial for medical care.	1/1/2019 5:54 PM
19	Because I didn't know I could fly into Carlsbad.	1/1/2019 3:40 PM
20	Cost	1/1/2019 1:35 PM
21	Cheaper	1/1/2019 12:11 PM
22	??	1/1/2019 11:51 AM
23	Better connections thru American Airlines	1/1/2019 10:36 AM
24	Flight times to connecting flights. Didn't want to spend eight hours in Dallas waiting on my next flight.	1/1/2019 9:48 AM
25	Had to go to NYC	1/1/2019 8:40 AM
26	More availability	1/1/2019 8:12 AM
27	Availability	1/1/2019 6:58 AM
28	Cost and availability	1/1/2019 5:37 AM
29	Destination availability	1/1/2019 2:30 AM
30	Cost, scheduling	12/31/2018 11:22 PM
31	Carlsbad didn't fly where I wanted to go	12/31/2018 10:44 PM
32	Flew from Hobbs to Houston to meet a friend in Houston for my birthday weekend. The cost was absolutely absurd and options for flight times were very limited.	12/31/2018 9:08 PM



EXHIBIT D: ONLINE SURVEY

33	I just went with Roswell	12/31/2018 8:09 PM
34	Boutique air cancelled my flight with no notice, leaving me stranded, and their customer service was terrible, leaving me to sort it out on my own	12/31/2018 7:34 PM
35	American eagle goes to Roswell. I live in Dallas and need to get to Artesia often.	12/31/2018 4:33 PM
36	Job paid for it, it was much cheaper out of Hobbs, and Hobbs connected to a wider variety of airports.	12/31/2018 4:31 PM
37	I used Roswell because there was a direct flight to Phoenix, AZ	12/31/2018 3:17 PM
38	Because Carlsbad couldn't get me where I needed to go. Row has flights to PHX an onward. Plus flying from Carlsbad us expensive if you still have to buy another connecting flight where you really want to go. I would like to see flights to Dallas, Phoenix, and/ or Denver.	12/31/2018 1:24 PM
39	I needed to fly to Houston.	12/31/2018 11:59 AM
40	Because they go to a bigger airport connecting the flights I have needed at a time that was good for me	12/31/2018 11:27 AM
41	Houston	12/31/2018 7:57 AM
42	There was no seats available in Carlsbad to DFW the day, I needed to fly.	12/31/2018 7:45 AM
43	Timing/availability options especially with location, and no connecting flights/layovers.	12/31/2018 7:19 AM
44	United connection, no Carlsbad option available	12/31/2018 6:19 AM
45	Because the airline in Carlsbad cancelled my flight last minute and I had to purchase another ticket from Hobbs I was not happy	12/31/2018 5:39 AM
46	Cheaper.	12/31/2018 1:45 AM
47	Because they offered better connections and destinations.	12/31/2018 1:09 AM
48	Cheaper and better schedule!!	12/30/2018 11:39 PM
49	Hobbs to Houston.	12/30/2018 11:04 PM
50	Connecting flight	12/30/2018 10:58 PM
51	Cost, money,	12/30/2018 10:16 PM
52	Scheduled flights/Connections	12/30/2018 9:50 PM
53	Luggage capacity and schedule	12/30/2018 9:47 PM
54	Didn't know they have public service	12/30/2018 9:33 PM
55	Price & destination	12/30/2018 9:28 PM
56	Less expensive, flying through Houston (IAH)	12/30/2018 9:26 PM
57	Money	12/30/2018 9:08 PM
58	Cost	12/30/2018 8:55 PM
59	Cause it's a major airline such as American or United. Plus it's cheaper than El Paso and much closer.	12/30/2018 7:29 PM
60	Connection	12/30/2018 7:26 PM
61	Not any service to where I was traveling to	12/30/2018 6:32 PM
62	Hobbs to Houston is easy'	12/30/2018 6:17 PM
63	Affordable	12/30/2018 5:38 PM
64	Connections with American Airlines.	12/30/2018 5:31 PM
65	Destination was PHX on one trip. The other was booked by my company.	12/30/2018 5:23 PM
66	Carlsbad didn't offer a flight	12/30/2018 4:12 PM
67	Price and connecting flights	12/30/2018 11:35 AM
68	Destination	12/30/2018 8:52 AM



EXHIBIT D: ONLINE SURVEY

69	Price	12/30/2018 8:13 AM
70	Availability and convenient connections	12/30/2018 2:10 AM
71	Carlsbad isn't economical or convenient	12/30/2018 2:03 AM
72	Better connections	12/29/2018 9:27 PM
73	Connection of flights and times as well as cost.	12/29/2018 12:38 PM
74	Cheaper to fly from Roswell to Dallas. More convenient than from El Paso	12/29/2018 1:45 AM
75	Price	12/28/2018 10:38 PM
76	Jet service	12/28/2018 10:27 PM
77	Timing of connecting flights	12/28/2018 9:35 PM
78	I could make the connecting flight on the same day.	12/28/2018 7:11 PM
79	I fly out of Roswell to Dallas and Phoenix because I have family there. There are 3 flights a day to Dallas, very versatile schedule. Our son flies for an airline that operates American Airlines routes. So I fly quite a bit from Roswell. I'd say I average at least twice a month. I'm very familiar with the EAS Program. Years ago our City Council waived their right to and twin engine, pressurized cabin aircraft, and in my opinion, dumbied down to a single engine, non pressurized cabin. I only flew twice with that company and haven't flown out of here since. I would love to fly out of here and not drive to Roswell. With our flight benefits I'm wondering if you will allow non-rev airline employees to fly with the CASS. Or discounts for airline employee's parents. Carlsbad is undergoing a huge population increase and I hope the air service improves along with it. Having a larger capacity aircraft, multi-engine is exactly what we need here!	12/28/2018 6:09 PM
80	Price & connections	12/28/2018 3:04 PM
81	Price and Schedule	12/28/2018 11:29 AM
82	Boutique has gone up in price, the oilfield has been booking flights and no flights available for public, with boutique they don't have flexible/multiple flights, and Hobbs had a flight to Houston my destination.	12/28/2018 8:03 AM
83	Price and connections.	12/28/2018 8:00 AM
84	No flights into Carlsbad from Phoenix	12/28/2018 7:41 AM
85	No flights when I needed them to Phoenix	12/28/2018 7:11 AM
86	American Airlines direct flight from Roswell to Dallas.	12/28/2018 4:15 AM
87	More flight options Bigger plane Better connecting flights	12/27/2018 10:43 PM
88	No flight from Carlsbad with good prices	12/27/2018 10:17 PM
89	Flew Hobbs to Houston for a cruise (4 of us). This was cheaper and more convenient than driving and spending night in hotel. I flew Roswell to Dallas to catch flight to Savannah for business. Since I was alone, this was easier than driving	12/27/2018 7:30 PM
90	More options	12/27/2018 11:29 AM
91	The flights time in Carlsbad are not convenient for connecting flights in Dallas. It is also difficult to book a seat in advance.	12/27/2018 10:56 AM
92	Because it flew to Phoenix	12/27/2018 10:02 AM
93	You only offer one flight most days and it's not convenient. We travel on a Thursday and come home on Sunday and you schedule DOES NOT offer that service	12/27/2018 5:28 AM
94	Connecting flight schedule/price	12/27/2018 2:55 AM
95	Cost	12/26/2018 10:28 PM
96	Schedule	12/26/2018 6:24 PM
97	Did not know about Carlsbad.	12/26/2018 2:35 PM
98	Connections to destinations	12/26/2018 2:15 PM
99	For a flight straight to Phoenix	12/26/2018 12:32 PM



EXHIBIT D: ONLINE SURVEY

100	I didn't know Carlsbad had air service. It certainly isn't advertised well.	12/26/2018 8:38 AM
101	No options for fly out of Carlsbad.	12/26/2018 8:31 AM
102	Carlsbad didnt have service to Houston.	12/26/2018 8:01 AM
103	I can book flight all the way thru	12/26/2018 7:43 AM
104	Roswell to Dallas.	12/26/2018 5:10 AM
105	To and from Houston to see daughter	12/26/2018 2:35 AM
106	Flights from Carlsbad are inconvenient when considering final destinations	12/25/2018 10:47 PM
107	Cheaper and more connecting flights	12/25/2018 9:24 PM
108	Did not know of service	12/25/2018 9:16 PM
109	Non stop	12/25/2018 7:16 PM
110	Airlines	12/25/2018 1:50 PM
111	Cheaper to go to Dallas or Houston	12/25/2018 11:47 AM
112	Price and destination	12/25/2018 11:23 AM
113	Flight schedules	12/25/2018 7:24 AM
114	Location	12/24/2018 10:58 PM
115	Hobbs flies directly to Houston	12/24/2018 8:37 PM
116	Roswell connects with Dallas so I can fly. To New Orleans la	12/24/2018 7:29 PM
117	Close	12/24/2018 7:13 PM
118	Cost and connections	12/24/2018 4:26 PM
119	Las Vegas	12/24/2018 4:04 PM
120	More convenient	12/24/2018 12:49 PM
121	No flights to Houston from Carlsbad. Not convenient flight time from Carlsbad to Dallas and back.	12/24/2018 10:06 AM
122	Roswell is great because to fly west to phoenix.... the biggest complaint is the times boutique flies into abq is usually not great... or return... vice versa.... have had too many flights canceled for me to use consistently as well	12/24/2018 9:46 AM
123	Only available	12/24/2018 8:19 AM
124	Price and connections to my final destination	12/24/2018 8:14 AM
125	Convenient	12/24/2018 8:03 AM
126	Because Carlsbad doesn't fly to Phoenix or Las Vegas	12/24/2018 7:41 AM
127	Company booked	12/23/2018 9:36 PM
128	To get to Dallas	12/23/2018 9:04 PM
129	Major airline.	12/23/2018 7:36 PM
130	So few seats on the Carlsbad airplane and not sure how to book.	12/23/2018 7:18 PM
131	Direct flight to Houston from Hobbs. Also flight time to Dallas.	12/23/2018 7:00 PM
132	I can actually carry luggage	12/23/2018 6:46 PM
133	Bigger planes	12/23/2018 6:37 PM
134	Price and schedule	12/23/2018 3:03 PM
135	Direct flight to Houston for work.	12/23/2018 2:56 PM
136	I was not aware I could have flown out from Carlsbad.	12/23/2018 1:37 PM
137	Availability of jet service	12/23/2018 10:42 AM
138	Convenient close to home no long drive to get to an airport	12/23/2018 7:06 AM



EXHIBIT D: ONLINE SURVEY

139	Easiest & quickest way to get to the Bay Area.	12/23/2018 6:47 AM
140	Price and connections	12/23/2018 6:44 AM
141	Schedule	12/23/2018 5:21 AM
142	Cheaper	12/23/2018 1:09 AM
143	Direct flight not available to my destination(Phoenix)	12/22/2018 11:08 PM
144	Expense and flight times	12/22/2018 10:45 PM
145	Flew to Phoenix	12/22/2018 10:11 PM
146	No flight out of Dallas back to carlsbad the day the meetings were over	12/22/2018 9:53 PM
147	Unable to locate a flight to my destination.	12/22/2018 8:40 PM
148	Lower cost Dallas connection .	12/22/2018 8:36 PM
149	Flown out of Roswell many times	12/22/2018 8:14 PM
150	Cheaper and direct flight	12/22/2018 8:12 PM
151	I was going to North Carolina.	12/22/2018 7:37 PM
152	Better service	12/22/2018 5:13 PM



EXHIBIT D: ONLINE SURVEY

Q12 Please provide any additional comments or suggestions.

Answered: 66 Skipped: 356

#	RESPONSES	DATE
1	If you could get me to El Paso or midland to catch my flights at reasonable rates I might look into your services.	1/2/2019 2:59 PM
2	Phoenix would be useful	1/2/2019 2:46 PM
3	Given the option a flight to Las Vegas,NV would be very helpful. I've lived here 3 years and have flown out of El Paso twice, Albuquerque twice and had to fly company into Roswell or Hobbs because the prices in Carlsbad were pretty outrageous.	1/2/2019 9:00 AM
4	Flights to Tucson or Phoenix would be nice.	1/2/2019 8:39 AM
5	Carlsbad is missing the boat in air service, People use Roswell a lot. Carlsbad is an epicenter for the oilfield right now and we need service.	1/1/2019 11:14 PM
6	Direct flights to Denver, Houston and Santa Ana (George Bush/Orange County) would be best choices for us	1/1/2019 9:50 PM
7	Affordability for shorter flights.	1/1/2019 9:40 PM
8	Denver!	1/1/2019 9:19 PM
9	Should schedule to allow full business day in Albuquerque	1/1/2019 8:34 PM
10	Would b helpful to fly up for 8-5 meeting and back in a day	1/1/2019 8:08 PM
11	I drive to El Paso to fly to Dallas then to Georgia and on to Florida to see my grown grandkids. Wish a more direct flight. Thank you for listening to a old granny. Wish for cheaper tickets. Wanda Rogers.	1/1/2019 6:12 PM
12	Can you PLEASE look at adding Phoenix to your service?	1/1/2019 5:56 PM
13	Cheaper to fly out of Roswell or Hobbs	1/1/2019 1:37 PM
14	The prices for boutique are too high when you still have to buy another ticket at the hub	1/1/2019 12:11 PM
15	Really connecting flights to any airport as long we don't have long lay overs, I personally would rather see a regional airport, but asking Roswell, Carlsbad, Hobbs to work together is fire and ice	1/1/2019 8:58 AM
16	Route to Austin would be great	1/1/2019 7:00 AM
17	Multiple destinations are best. Some of use need to fly to shorter destinations as well as larger cities just the same.	1/1/2019 2:31 AM
18	I really wish I could get to Denver for connecting flights or just as a destination. I really hope you can get a good flight system set up for carlsbad. Travel is the toughest part of living here when there are so many places I want to travel to. A good flexible airline thr can get me good connecting flights or direct to where I want to be.	1/1/2019 12:23 AM
19	I don't think anyone cares what size the plane is, a lot of people in Hobbs especially, want to GET OUT of there and the cost is the #1 factor. Why does it cost \$300 to fly to Houston? Then you have to get a connection to Chicago or NYC for another \$400. It's just annoying. I honestly think that if it were cheaper to get to Dallas or Houston or ABQ a lot more people would fly for pleasure trips.	12/31/2018 9:13 PM
20	Flew Mesa Airlines many times	12/31/2018 5:51 PM
21	Definitely need more air carrier options in Roswell and Carlsbad	12/31/2018 4:35 PM
22	It would be great to have flights available from Carlsbad to Denver, CO	12/31/2018 3:18 PM
23	I think you would do really well here. Driving to fly out of Roswell, Hobbs, El paso, Lubbock, or Midland is a pain.	12/31/2018 1:25 PM
24	Straight trip to Las Vegas would be awesome	12/31/2018 9:27 AM
25	We would use a flight to LA or Dallas. Not to EIPaso or Midland/Odessa.	12/31/2018 8:15 AM



EXHIBIT D: ONLINE SURVEY

26	I attempted a flight out of Carlsbad and was astonished at the air fair.	12/30/2018 10:17 PM
27	Hurry	12/30/2018 9:09 PM
28	Excited about having options	12/30/2018 7:33 PM
29	Economical pricing	12/30/2018 4:12 PM
30	I am a travel agent in Artesia. Anything that goes to Dallas, Phoenix or ABQ would be good for passengers making connections.	12/30/2018 12:34 PM
31	I believe due to the demand 2 flights a day to DFW can be supported.	12/30/2018 9:17 AM
32	Price and destination are the key factors for choosing airline	12/30/2018 8:15 AM
33	Denver Colorado would be nice...just saying	12/29/2018 8:32 PM
34	Need Alb., Dallas, Lubbock, and ElPaso! Depends where you are going from initial flight.	12/29/2018 6:52 PM
35	Shreveport and Houston need to be options. I fly frequently from Hobbs.	12/29/2018 5:47 AM
36	I need connection to Tucson and to Ft Worth	12/29/2018 2:04 AM
37	Best of luck in your pursuit of Essential Air Service contracts. I'd love for our city to make great use of our local air transportation. I think in order to get people to buy in to flying out of Carlsbad the ticket prices have to be low enough to not be worth traveling to Roswell, Hobbs, Midland, or El Paso. Thank you for your time.	12/28/2018 6:46 PM
38	I have bad knees and the small plane has no leg room to stretch. Very uncomfortable for an hour long trip.	12/28/2018 11:31 AM
39	I would love an affordable round trip flight that my husband and I could take every 4-6 weeks to Dallas to see his children. Boutique flights used to be about \$120/person round trip (\$240 for both of us) in advance of about 2-3 weeks. It's now \$179/person one way due to demand from oilfield companies and oilfield transient workers. I'd love to be able to fly step children back and forth for the 3 visitations they come for a year.	12/28/2018 8:16 AM
40	Just provide a shuttle to Roswell International Air Center.	12/28/2018 4:16 AM
41	If you made flight that were reasonable I would fly more often to see family.	12/27/2018 10:19 PM
42	Please include or at least consider flying to & from Phoenix (PHX) from Carlsbad.	12/27/2018 11:47 AM
43	Fly into Tucson would be wonderful!	12/27/2018 8:01 AM
44	It is very important to be able to go to Albuquerque and back in one day. Service to DFW is a must. Consistent, affordable pricing is important as well. The ability to work well with the existing FBO but also flexibility to work with possible expansions is a must as well.	12/27/2018 3:00 AM
45	Would like great rates when flying to Dallas and Albuquerque when I need to there.	12/26/2018 7:15 PM
46	Need big seats for big body. Have to drive now. Would fly monthly if had seat I fit in.	12/26/2018 5:32 PM
47	Good luck, boutique is going to be hard to beat price wise and comfort. Pc-12's are really nice planes.	12/26/2018 12:34 PM
48	People would fly out of carlsbad more if it didn't cost so much.	12/26/2018 12:15 PM
49	N/a	12/25/2018 9:19 PM
50	Price is extremely expensive & currently does not fly to destinations I am interested in going to visit.	12/25/2018 7:14 PM
51	Flight to phoenix	12/25/2018 8:23 AM
52	Fly to Denver!	12/24/2018 11:41 PM
53	Carlsbad's current air service provider, Boutique, has been such an upgrade from previous providers. I would hate to see the quality drop if someone replaced them. If your company is considering providing options in addition to Boutique, Who currently flies to Albuquerque and Dallas, I would like to see Phoenix, Denver or Austin as a third city.	12/24/2018 10:12 PM
54	N/A	12/24/2018 12:06 PM
55	I'd fly from a small airline like boutique over a large one any day. They are more comfortable, smoother, and friendlier. When they are more affordable, that's an extra incentive.	12/24/2018 11:16 AM



EXHIBIT D: ONLINE SURVEY

56	So many people want to travel for weekend trips ... should have afternoon flights on fridays and sundays.... where we don't have to miss much work... I would use once a month ... easy to fly to abq or Dallas....	12/24/2018 9:48 AM
57	Online services for everything would be sweet!	12/24/2018 9:14 AM
58	Flying into and out of Houston to Hobbs is always an adventure	12/24/2018 8:17 AM
59	Carlsbad has gone through a couple EAS' over last dozen years or so. Recommend contacting local leaders and large employers before presenting your bid to be Carlsbad's EAS provider. Price & schedule format for most who use air service will be essential (early morning flight for work and evening return home flight is usually big).	12/23/2018 7:39 PM
60	Would like to see flights to Tulsa, OK	12/23/2018 10:53 AM
61	If you are going to have an airline running out of Carlsbad, please have a phone number that will connect to an actual person at least during regular business hours for customers to call to inquire about delays, departure times, and gate information for the airport the flight will be originating from when flying to Carlsbad. That is the single most frustrating problem with Boutique air, who currently flies in and out of Carlsbad.	12/23/2018 5:45 AM
62	Austin and San Antonio flights would be nice.	12/23/2018 2:56 AM
63	You have no Experience In EAS?? So it's not easy to say that you won't have any delays or cancellations. But trust me you will	12/23/2018 2:43 AM
64	Last time we flew from Albuquerque to Carlsbad. We were to be home like 10:00 did not make it until 5:00. 2 weeks ago my grandsons were to fly to Dallas and they ended up having to drive. To be in class for training.	12/22/2018 9:21 PM
65	Lots of people go to Lubbock for medical.	12/22/2018 8:39 PM
66	Go with Advanced Air.	12/22/2018 5:13 PM

**EXHIBIT D: ONLINE SURVEY**

Q13 Thank you for participating in our survey! At Advanced Air, we hope to bring more flights and a higher-end, reliable experience to the Carlsbad region for an affordable price. For more information, visit: www.AdvancedAirlines.com. Please provide your contact information if you would like updates on Advanced Air and Silver City air service:

Answered: 110 Skipped: 312

ANSWER CHOICES	RESPONSES	
Name	97.27%	107
Company	34.55%	38
Address	80.00%	88
Address 2	0.00%	0
City/Town	90.00%	99
State/Province	90.91%	100
ZIP/Postal Code	93.64%	103
Country	0.00%	0
Email Address	83.64%	92
Phone Number	61.82%	68